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28 FEB 1977

MEMORANDUM FOR: Director of Training
FROM : [REDACTED] 25X1A
Course Administrator
SUBJECT : Course Report--Administration Directorate
Review: Trends and Highlights No. 60,
15-18 February 1977

1. The Course

25X1A The four-day Administration Directorate Review: Trends and Highlights was held [REDACTED] 25X1A
[REDACTED] from 15-18 February 1977. This was the 60th running overall, the first of four scheduled in calendar year 1977. There was no substantive change from previous runnings of the course, and students heard from representatives from all DDA offices as well as from the Office of General Counsel. Evening sessions were held on EEO, FOIA, and DDA support to DDO operations. There was just one speaker substitution--Mr. Malanick for Mr. Blake.

2. The Participants

Thirty-eight of the students were from DDA offices, one was from DDI (Office of Geographic and Cartographic Research) and another from the DDS&T (National Photographic Interpretation Center). Each major unit of the DDA had at least one student enrolled in the class; there were 12 from the Office of Communications.

3. Class Participation

This was a very active class, and questioning of the speakers often continued into the break periods. The evening sessions proved to be the most lively, although many students indicated that they enjoyed the presentations by the Office of Security, especially Mr. [REDACTED] 25X1A
talk on Technical Countermeasures. The least interest was

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when enclosure is detached.

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25X1A evidenced in the Records Management Program presented by Mr. [redacted], the new Chief, Information Systems Analysis Staff. [redacted] Since previous classes have rated the records management segment very highly, one can assume that as [redacted] becomes more familiar with his new duties, his presentation will be more animated and, therefore, more interesting.

4. Student Evaluations and Suggestions

The students indicated that the course successfully met its objectives and assigned it a rating of 5.8 on a scale of 7. Comments show that they were satisfied with the content of the course, and most stated that they could think of no way to improve it.

5. Changes From Previous Runnings and Contemplated for the Future

25X1 As stated previously, there were no major changes in this running of Trends and Highlights. A presentation from the ADMAG was not included this time because the chairman of the group had just been appointed and had not yet conducted his first meeting. However, the students were given a reprinted article from the DDA Exchange on ADMAG and a current list of its members. Consideration will be given to including an informal ADMAG presentation in future runnings. At the suggestion of the previous course administrator, the trip [redacted] was scheduled for Thursday afternoon in order to break up the classroom routine. This proved to be most successful, and I would recommend that it be continued on either Wednesday or Thursday afternoon. Also in line with a suggestion made after the September running of Trends and Highlights, the presentation on the Office of Medical Services by [redacted] was extended to 1-1/2 hours. In spite of the additional time allotted, the number of questions stimulated could not be handled in the time period and many were left unanswered. In future runnings, I would suggest that [redacted] be asked to speak for 1-1/2 hours and to leave 1/2 hour for questions.

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Several students in the course suggested that small group discussions be added in order to involve the students more actively in the course. The possibility of breaking into groups for a discussion of certain areas of concern to DDA management will be investigated for future runnings of this course.

Good Subjects:

*• Ethics
• Controls
• Creativity*

6. Conclusion

It would appear that this running of Trends and Highlights was most successful. The benefit to the employees from such a course can be summed up in one student's remark that he felt he had been in a vacuum for years, but the course had enlightenend him as to what is going on in the DDA and the Agency. Attached is a copy of the course schedule, the class roster, the end-of-course data sheet, and the students' evaluation.

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Attachments:

- 1 - Course Schedule
- 2 - Class Roster
- 3 - End-of-Course Data Sheet
- 4 - Students' Evaluations

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ADMINISTRATION DIRECTORATE REVIEW

TRENDS AND HIGHLIGHTS

Course Number 2-77

(Sixtieth Running)

15-18 February 1977

25X1A

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Course Administrator:

Training Assistant:

25X1A

OFFICE OF TRAINING

Headquarters Office: Room 926, Chamber of Commerce Building
Extension

25X1A

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Course Objective

The objective of this course is to update DDA Careerists' awareness and understanding of current activities, problems, and trends in the Administration Directorate and its components.

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TUESDAY, 15 February

9:00-10:00 Check-in and Administrative Details

25X1A

25X1A

10:00-10:20 Welcome

The course begins with a
welcome from the Director and

25X1A

Our speaker will
briefly outline the missions
and functions, and describe the

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25X1A

10:30-10:45 Course Objectives

We will spend a few moments
talking about the course
objectives and what you
can look forward to during
the next four days.

10:45-12:00 Reading:

DDA Functions Booklet (December 1976)
HBO in the DDA Booklet (March 1976)
DDA Personnel Management Handbook (April 1975)
DDA Administrative Instruction No. 76-2
DDA Upward Mobility Program (Project AIM)
ADMAG - Administration Management Advisory
Group (October 1976)
DDA Administrative Notice No. 76-19
Members of ADMAG
DDA EXCHANGE (January 1977)

12:00-1:00 Lunch

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TUESDAY, 15 February (Continued)

1:00-2:00 Managing the DDA

[redacted]
Executive Officer
to the DDA

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Our speaker will give a brief overview of the offices comprising the DDA and will discuss the ways in which the eight separate offices of the DDA work together in the overall support effort.

25X1A

Mr. [redacted] will also describe how the theory of management by objectives is applied to the Directorate.

2:15-3:15 Training for Tomorrow

[redacted]
Deputy Director
of Training

25X1A

The Office of Training plays a key role in helping Agency personnel to maintain high performance standards. The training available to Agency employees will be reviewed with special emphasis on the classes that are most useful to DDA careerists. Mr. [redacted] encourages your questions about specific courses.

25X1A

3:30-4:30 Managing the Agency's People F.W.H. Janney
Director of
Personnel

The Office of Personnel serves your career needs from the time you enter on duty until your retirement. Mr. Janney will discuss his office and the major policy decisions that have changed personnel management in the past few years.

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TUESDAY, 15 February (Continued)

4:30-6:30 Social Hour and Dinner

7:00-8:30 Equal Employment Opportunity

[REDACTED]
LEO Specialist

25X1A

[REDACTED]
DDA/LEO Officer

25X1A

This evening we will discuss CIA's program for assuring equal employment opportunity, and the progress to date toward raising the level of minority employment. Of particular concern is the role of all Agency supervisors in eliminating barriers to equality of opportunity in all aspects of CIA employment. In addition, the panel will explain the complaint system for those who feel they have been discriminated against because of race, color, religion, sex, age, or national origin.

WEDNESDAY, 16 February

SECURITY

The first three presentations today will focus on the challenging effort to maintain personal, physical, and technical security at home and abroad.

9:00-10:30

Security at Home and Abroad

Robert W. Gambino
Director of Security

The Director of the Office of Security will present a broad overview of his Office's extensive responsibilities. Of particular importance is Security's response to international developments, such as the threat of terrorism or assassination, which have had a serious impact on the Agency's working environment.

10:45-11:45

Polygraph Operations

[REDACTED]
Deputy Chief,
Polygraph Branch,
Office of Security

25X1A

The Polygraph is one of the most important techniques used

[REDACTED]
[REDACTED] During this session, we will review the research and development of this technology and discuss its Agency applications.

25X1

12:00-1:00

Lunch

WEDNESDAY, 16 February (Continued)

1:00-2:00 Technical Countermeasures

[redacted]
Technical Security
Division, Office of
Security

25X1A

During this hour, we will see a demonstration of the countermeasures used in the effort to prevent, detect, or neutralize the efforts of hostile intelligence services to penetrate U.S. installations.

2:15-3:15 Records Management Programs

[redacted]
Chief, Information
Systems Analysis
Staff

25X1A

The Agency-wide records management programs, directed by the Information Systems Analysis Staff, involve a multi-phased process.

25X1A

Mr. [redacted] will acquaint you with these programs which involve the creation, use, maintenance, disposition, disposal, or preservation of records.

3:30-4:30 CIA in Court

[redacted]
Office of the
General Counsel

25X1A

Our speaker will discuss the issues and problems created by the recent investigations of the Agency and changing political attitudes about intelligence and foreign affairs. The changing legal climate as well as new legislation impacting on the Agency will also be discussed.

4:30-6:30 Social Hour and Dinner

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WEDNESDAY, 16 February (Continued)

7:00-8:30

Freedom of Information and
Privacy Acts

[REDACTED]
Chief, Information
and Privacy Staff

25X1A

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Both the Freedom of Information Act and the Privacy Act have had considerable impact on municipal, state, and federal government operations. Following a brief review of why the Acts were legislated, Mr. [REDACTED] will discuss the consequences for CIA. He will also explain some of the long-term problems for Agency working methods and procedures.

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THURSDAY, 17 February

8:30-9:30

Financial Operations

Thomas B. Yale
Director of Finance

The job of administering finances is complex; and, given the increasing pressures on the federal government to account for every dollar and cent, accurate financial operations are critically important. Our speaker will discuss the new techniques, such as computer automation, used by the Office of Finance to accomplish this mission.

9:45-10:30

Film: Printing for Intelligence

An inside look at CIA's own printing facility, this film shows the process of turning raw copy into finished publications.

10:45-11:45

Logistical Support

James H. McDonald
Director of
Logistics

Our speaker will describe the variety of services provided by his office, including the motor pool, internal mail and courier systems, and real estate procurement and maintenance, as well as printing and photographic support. He will briefly discuss Logistics' role overseas and describe the office's efforts to economize.

12:00-1:00

Lunch

THURSDAY, 17 February (Continued)

COMMUNICATIONS

This afternoon representatives of the Office of Communications will acquaint you with CIA's vast communications network.

1:00-1:15

[REDACTED]

25X1A

School of Communications

1:15-2:15

The presentations will begin with an overview of the office's world-wide mission. Of particular interest are some of the new technologies being employed to meet the rising demand for vital communications during a period of declining resources.

[REDACTED]
Director of
Communications

25X1A

2:30-4:15

Following a brief description of the in-depth training in agent and staff communications that is conducted by the school, you will have the opportunity to tour this modern and technically advanced complex.

[REDACTED]
Staff
School of
Communications

25X1A

4:15-4:30

[REDACTED]

25X1A

4:30-6:30

Social Hour and Dinner

THURSDAY, 17 February (Continued)

7:00-8:30

DDA Support to Overseas
Operations

[REDACTED]
Special Support
Assistant to the DDA

25X1A

[REDACTED]
Chief of Support, NE

25X1A

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A panel of senior DDA and DDO officers will explore the operational and administrative support to overseas stations provided by the Administration Directorate. This support, which ranges from management of overseas installations to communications, will be illustrated through a discussion of actual case studies.

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FRIDAY, 18 February

8:30-9:00 Film: The Ultimate Machine?

9:15-10:15 The Computerization of CIA

Clifford D. May, Jr.
Director of Data
Processing

Mr. May will focus on the far-reaching applications of the computer as an information processor, analytical tool, and management aid. He will then describe his office's role vis-a-vis CIA's computer systems and explain how to obtain data processing support.

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10:30-12:00 Physical and Mental Health

[Redacted]
Chief, Professional
Services, Office
of Medical Services

The Office of Medical Services operates an extensive network of clinical, psychological, and psychiatric services at home and abroad. [Redacted] will highlight various facets of this vital support to Agency people.

25X1A

12:00-1:00 Lunch

1:00-2:00 The Present and Future
of Support

MICHAEL J. MALANICK
John F. Blake
Associate Deputy Director
for Administration

From his unique perspective, Mr. Blake will discuss the current issues or problems that are affecting efforts to serve and support the Agency. He will speculate on how these developments might change DDA activities over the next decade. Mr. Blake would also like to discuss any questions about the DDA which are of particular interest or concern to you.

2:15-3:15 Final Administration and Course Evaluation

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